



***STRATEGIC READINESS SYSTEM***

***12 Annual  
TACOM/Industry Logistic Symposium  
“Logistics Transformation”  
8 April 2003***

For further information please  
contact:

MC Peter Chiarelli  
(703) 695-0526  
peter.chiarelli@hqda-  
aoc.army.pentagon.mil

COL Robert E. Cox  
(703) 697-6558  
robert.cox@hqda-  
aoc.army.pentagon.mil

LTC Kevin L. Smith  
(703) 693-8977  
kevin.smith@hqda-  
aoc.army.pentagon.mil



# **The Army Is Changing**

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**“The Army is changing. Not since the end of the last century has our Army undertaken such a profound and comprehensive effort to transform itself.”**

**“The requirement to transform The Army is based upon the evolving security challenges of the 21st century and the compelling need to respond more rapidly and decisively across full spectrum of operations.”**

***Chief of Staff, U.S. Army***

***The Army Vision: A Status Report  
2001-02, Green Book***



# **SRS: Responding to You're Changing Needs**

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- **Operating environment drastically changed since 1989  
- different Army, changing missions, same readiness system, lagging indicators**
- **Current system covers only the TOE army, is based on capability of combat units to perform war-time missions**
- **Senior leadership recognized the need for a CEO/COO/CFO view of “enterprise readiness”**
- **Services have a Congressional mandate to provide better readiness information**
- **Internal Army study recommended a reengineered readiness system**



# What Does SRS Offer the Army?

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- **At the highest level, the Balanced Scorecard is a framework that helps organizations translate strategy into operational objectives that drive both behavior and performance.**
- **Communicates in a single document the Army's Strategy, Vision, Priorities, and Focus**
- **Evaluates the readiness of all Army elements against their ability to accomplish the strategy**
- **Focused on results - reported against performance measures - to assist in making policy and resourcing decisions**
- **Enables leaders to use leading indicators to plan policy and resource decisions**
- **Links Strategy/Purpose/Mission to day-to-day activities throughout the Army.**



# **The CSA Is The Impetus Behind SRS**

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**“ . . . . To master this strategic transition, this Army transformation, we must focus on the other two components of The Army Vision: people and readiness.**

**First readiness: the legacy force, that magnificent Army we see busily deployed abroad today, will remain the force of choice should this Nation go to war anytime in the next 15 years. Its readiness to fight is paramount if we are going to have the luxury of time and investment to get the objective force right. To more accurately measure army readiness, we are **developing a new reporting system that reflects active and reserve component capability** to meet the requirements of today's strategic environment. **We will put that system into full use by FY 02.** ”**

*AUSA, 17 October 2000*



# Strategic Readiness Reporting

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**“The Army’s Strategic Readiness System was implemented in October 2002 as a comprehensive strategic management and readiness assessment tool. It provides Army leadership with accurate, objective, predictive, and actionable readiness information to dramatically enhance strategic resource management. For the first time we have an Army enterprise management system that integrates readiness information from both the Active and Reserve Components - enabling the Army to improve support to Combatant Commanders, invest in Soldiers and their families, identify and adopt sound business practices, and Transform the Army to the Objective Force. This reporting system markedly improves how we measure readiness by gathering timely information with precision and expands this scope of the data considered. We are further developing this system to leverage leading indicators and predict trends - avoiding issues that affect**



# Secretary of the Army Memorandum

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**“The Army is developing the Strategic Readiness System (SRS) to improve our assessment of readiness and to assist in resource allocation decisions. A major component of SRS is the “balanced scorecard”, an assessment tool that reports performance across the entire force. Subordinate scorecards provide input to the Army Scorecard and enhance readiness assessment across the Army and its functions.**

**Developing and implementing SRS is critical to Army Transformation. The Deputy Chief of Staff, G-3, as the lead, will publish appropriate implementing instructions for SRS. I expect the Army Secretariat, the Army Staff, and the commanders and staffs of all Army commands and agencies to be fully responsive to instructions for system development and implementation. The Director of the Army Staff will ensure that the Balanced Scorecard methodology and SRS become integrated into Army processes.**



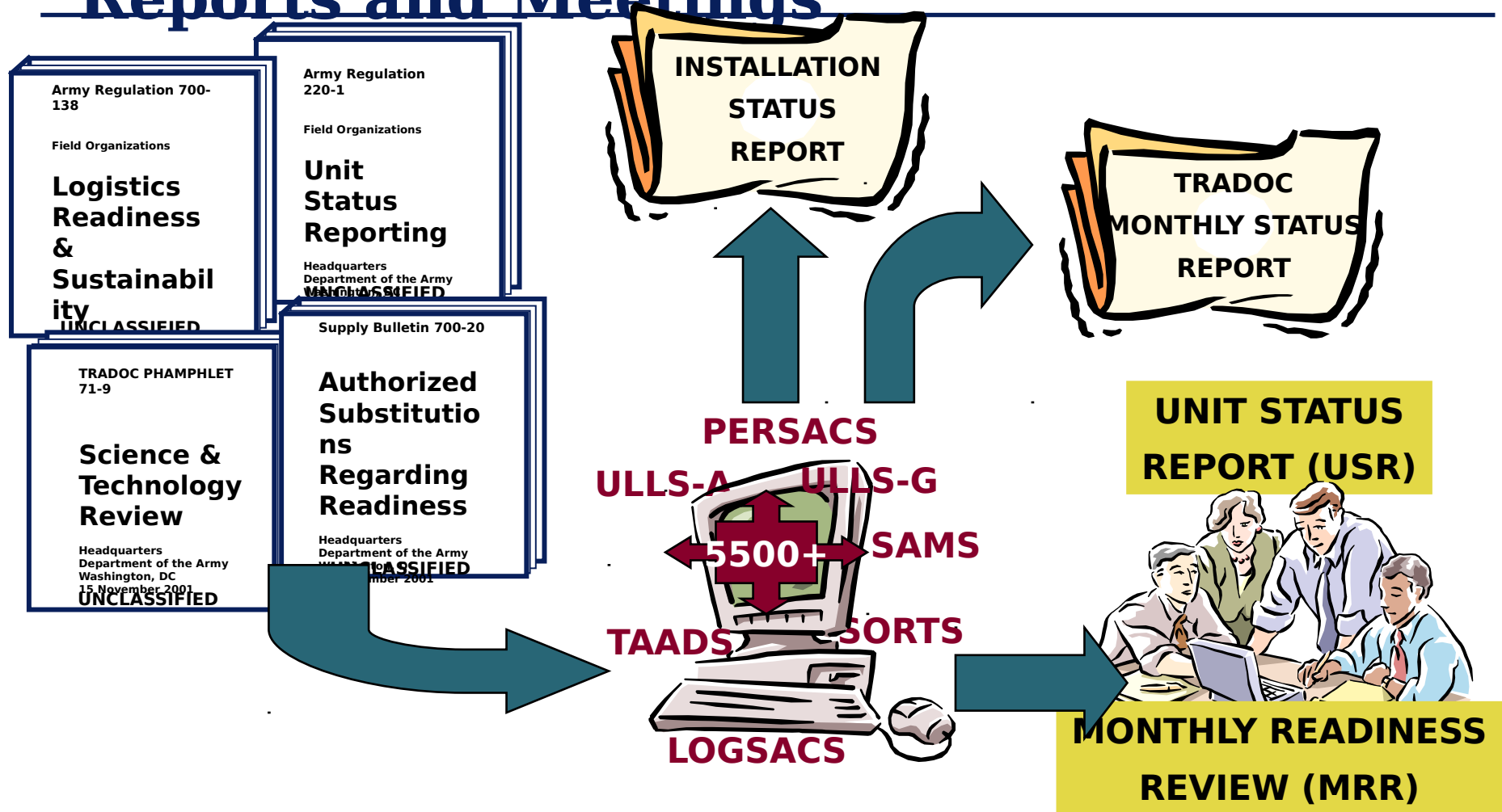
# SRS Objectives

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- **Ensure a Strategic Focus**
- **Measure the Right thing**
- **Decision Support Tool**
- **Vertical and Horizontal Integration**
- **Places Risk at the Appropriate Level**
- **Predictive**
- **Be a Means Not an End**



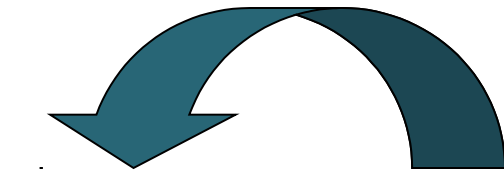
# And, Our Readiness Reporting Is Driven By Disparate Regulations, Reports and Meetings



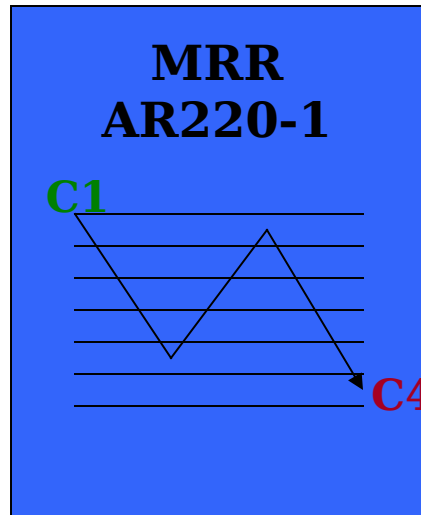
**We Do Not Have an Army-Wide View of Readiness Linked To Our Mission, Vision and Strategy**



# Disparate Reports, Regulations and Stovepipe Data Create The Static MRR



**30 Days**



**Special Topics**

Apr  
May  
June  
Jul  
Aug

**Operational Ready Rate For Pa**

M1	M2	M109	HEMTT	UH-60	AH-64
92	94	95	83	81	

**Characteristics  
Of the Current System**

- Lagging Indicators
- Established Metrics
- Limited Special Topics
- Limited View
- Incomplete Readiness

**Picture**

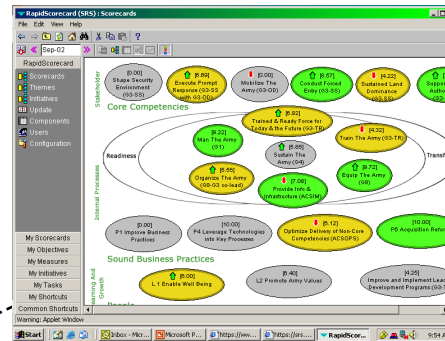
- Set "Snapshot"
- No Horizontal & Vertical Integration



# Strategic Readiness System (SRS) Will Drive Strategic Focus through Alignment and Visibility into Readiness Data

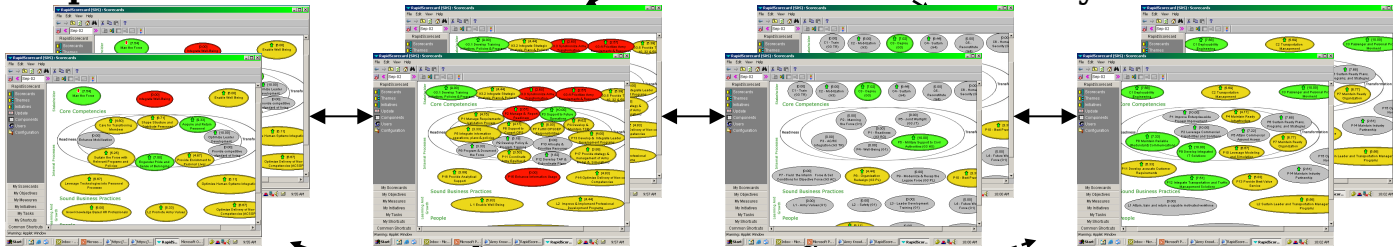
**"Enterprise Priorities"**

**Army**

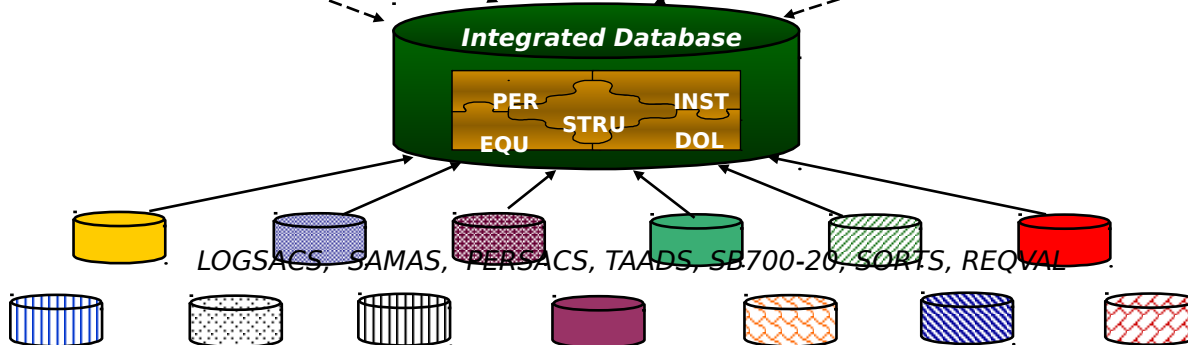


**Operational Force Institutional Force Secretariat and Army Staff Sustainment Force**

**"Local Priorities in Support of Overall Army"**



**"Access to Performance Data"**

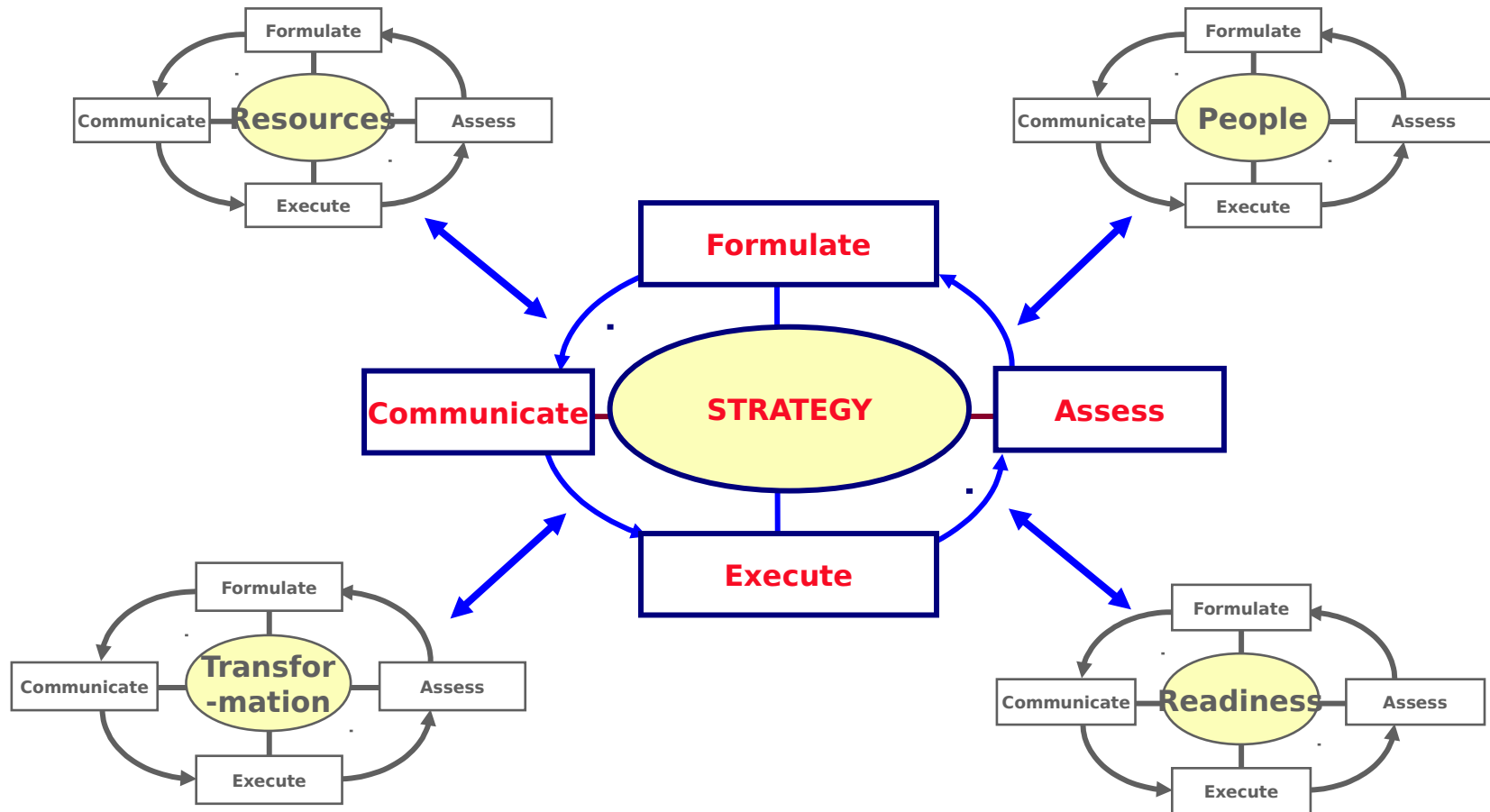


**With SRS everyone in the Army will be aligned with the mission and vision**



# **SRS will NOT eliminate your current tools, rather, you must link them to the Army's strategy**

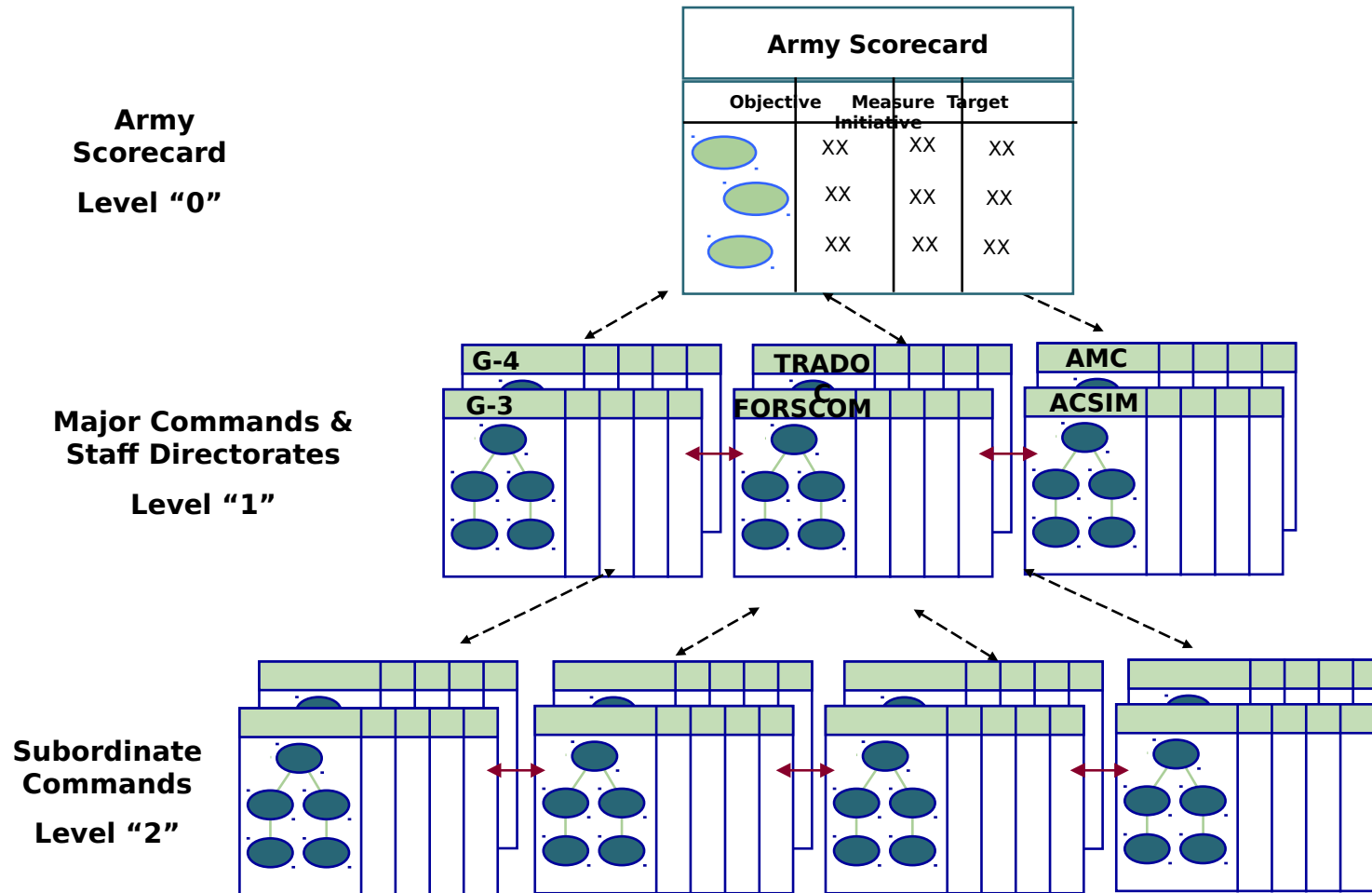
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**The Balanced Scorecard is a Performance Management System that puts strategy at the center of the process**



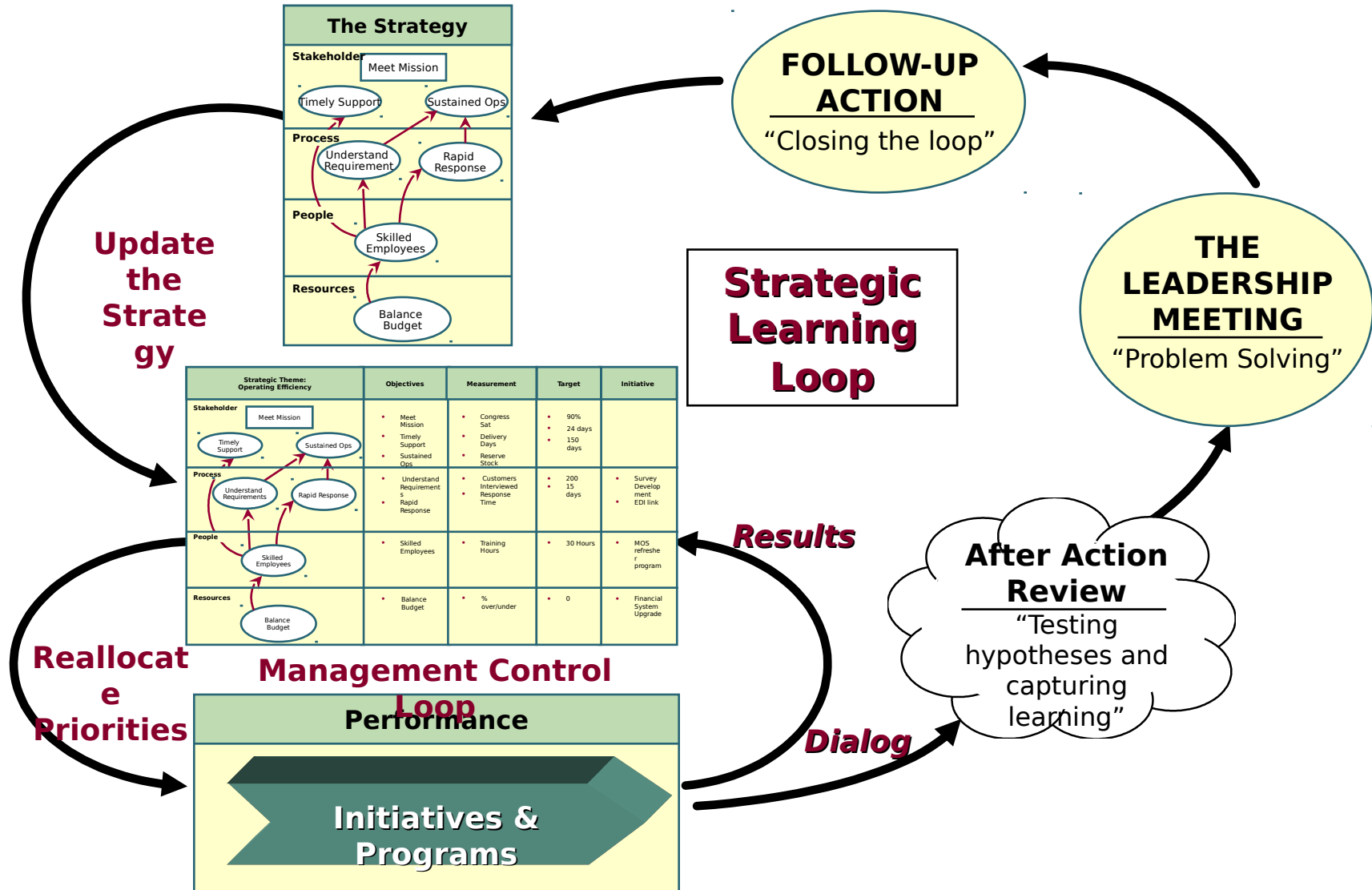
# Each Scorecard Reflects the “Parent” Priorities as Well as “Local” Priorities



***Measures at Lower Levels May Provide Valuable Information to Higher Level Commands***



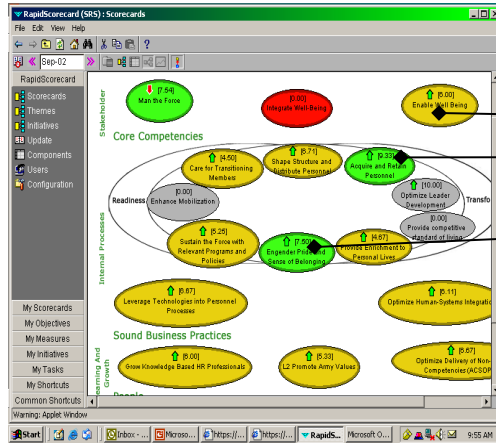
# This Approach Will Improve Decision Making And Accelerate Our Strategic Learning



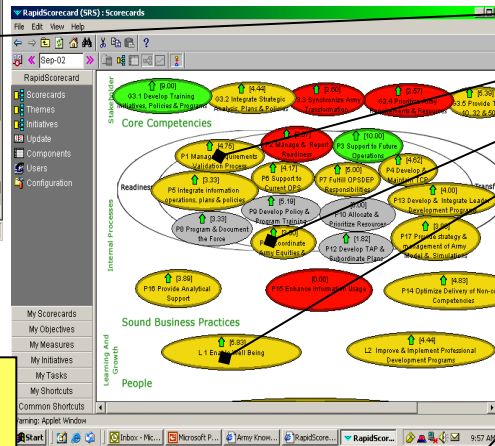


# The Dynamic MRR With SRS

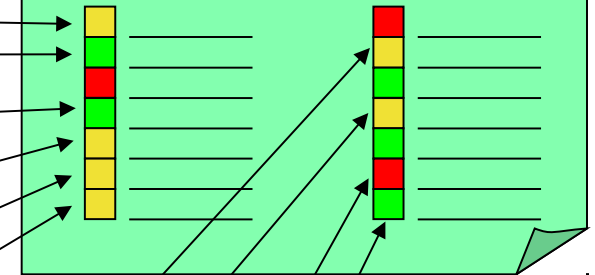
## ARMY Scorecard



## MACOM Scorecard



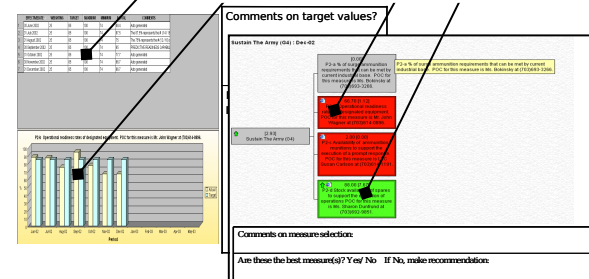
## Strategic Readiness Update



## Characteristics Of Strategic Readiness Update

- Strategic Issue oriented
- Focused on Initiatives/ Action Plans
- Access to real time readiness data

## ARSTAFF Scorecard



**Information can transcend organization and level to frame a strategic discussion**



Step 1

✓ Strategy Map:  
Strategic Objective  
identified

Step 2

✓ Articulate  
Drivers

Step 2a

✓ Articulate  
Strategy Impacted

Step 3

✓ Review measure

Step 4

✓ Review Target

Step 5

✓ Review analysis  
and discuss COAs,  
recommend action

✓ COAs should be  
discussed by all  
organization listed  
as drivers. (2)  
Actions should be  
discussed in the  
context of impacts.  
(3) Strategic  
alternatives should  
be considered and  
discussed.

Articulate overall strategy. Confirm  
the strategy

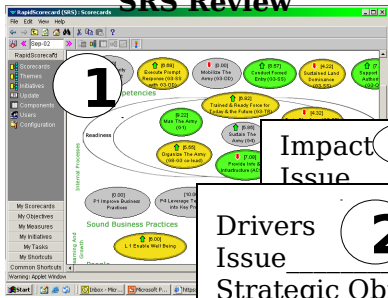
is appropriate. If not, make

recommendation.  
Articulate the performance drivers of the issue and who it impacts

Identify the measure(s). Confirm that these are the best  
measure(s). If not, make recommendation

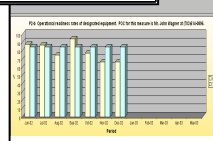
Identify the target. Confirm that the target  
is right. If not, recommend action.

Identify any initiatives  
Confirm that the initiative  
is on track. If not, why?



Drivers  
Issue  
Strategic Objective  
Delta Performance versus  
Related Objectives  
Related Peer Objectives  
Related Subordinate

Comments on measure selection:  
Are these the best measure(s)? Yes/No If No, make recommendation:



Comments on target values?  
Is this the right target? Yes/No  
If No, recommendation:

Improved performance highlights:  
Anticipated date of performance meeting target:  
Potential effect on other objectives?

Recommendation  
& Action Plan

Recommendation  
& Action Plan

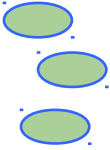
If tools available can solve issue  
before it impacts the Army then:  
issue resolved take action

Recommendation  
& Action Plan

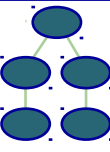


# The Balanced Scorecard Is Being Cascaded Throughout the Army

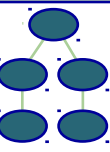
**Army  
Scorecard  
Level "0"**

Army Scorecard			
Objective	Measure	Target	
	XX	XX	XX
	XX	XX	XX
	XX	XX	XX

**Major Commands &  
Staff Directorates  
Level "1"**

G-4			
FORSCOM			
			

**Subordinate  
Commands  
Level "2"**

- ❑ Approved by CSA and SA (April 02)
- ❑ In SRS Online Reporting Environment
- ❑ Performance Results Presented during Monthly Readiness Review
- ❑ HODA Operations Center - BSC experts
- ❑ 36 Scorecards Completed
- ❑ Approved by CSA
- ❑ In SRS Online Reporting Environment
- ❑ 400 people trained
- ❑ 110 Scorecards Completed and approved
- ❑ 110 Scorecards in SRS Online Reporting Environment
- ❑ 300 Scorecards in development
- ❑ 1000 people trained



# **We Have Achieved Significant Benefits To Date**

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- **The Army Plan (and all other planning documents) were made tangible through Army Balanced Scorecard**
- **Core Competencies were agreed to as the outcomes of the Army**
- **Leadership has access to a common view of Army performance status**
- **Units have created top-down alignment through the BSC design process**
- **Cross-organization cooperation and dialog is taking place**



# **SRS Security Protocols are in Place**

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## **1. AKO structure SRS-U**


- **Protected behind the Army Knowledge Online (AKO) Firewall.**
- **USPS https:// Protocol (all traffic across Internet encrypted).**
- **Single sign on w/AKO (authenticating with the AKO policy server) Must have user ID and password to logon to AKO.**

## **2. SRS-C**

- **Hosted on AKO-S**
- **Requires SIPERNET connectivity**
- **HAG (High Assurance Guard) being developed for one-way transfer of data**



# AKO Reporting Environment is Fully Operational Behind AKO and AKOS



## The Army Portal

Saturday October 26, 2002

**Sign In** Click Here

Sign in with your username and password.

**I'm a New User**

All Active Army, Reserve, National Guard, DA Civilian, Retired Army, and Army guests may register for an AKO account.

**AKO Tutorial**

Take ten minutes to learn the basics of AKO.

**About AKO**

AKO goals and information.

[Lost Password?](#)

**Help**

Call or email the help desk, read FAQs, provide comments and suggestions.

NOTICE: This site uses a cookie to track the cookie. Users who do not accept cookies will not be able to use the site.

Privacy and Security Notice

### RapidScorecard (SRS) : Scorecards

File Edit View Help

← → ↺ ↻ ↵ ↶ ↷ ↸ ↹ ↺ ↻ ↵ ↶ ↷ ↸ ↹

Sep-02

RapidScorecard

- Scorecards
- Themes
- Initiatives
- Update
- Components
- Users
- Configuration

My Scorecards

My Objectives

My Measures

My Initiatives

My Tasks

Red Measures

My Shortcuts

Common Shortcuts

Warning: Applet Window

### Strategy Map for US Army/Level 0/Army : Sep-02

**Mission**

**Stakeholder**

**Core Competencies**

**Readiness**

**Transformation**

**Internal Processes**

**Sound Business Practices**

**Learning And Growth**

**People**

**Resources**

**Secure Resources**

**Mission/Stakeholder Initiatives:**

- Shape Security Environment (G3-SS) [0.00]
- Execute Prompt Response (G3-SS with G3-DD) [5.63]
- Mobilize The Army (G3-DD) [0.00]
- Conduct Force Entry (G3-SS) [7.72]
- Sustained Land Dominance (G3-SS) [0.58]
- Support Civil Authorities (G3-DD) [7.11]

**Core Competencies Initiatives:**

- Trained & Ready Force for Today & the Future (G3-TR) [7.97]
- Man The Army (G1) [9.22]
- Train The Army (G3-TR) [4.32]
- Sustain The Army (G4) [5.79]
- Organize The Army (G9-G3 co-lead) [3.68]
- Equip The Army (G8) [6.85]
- Provide Info & Infrastructure (ACSIM) [2.78]

**Internal Processes Initiatives:**

- P1 Improve Business Practices [0.00]
- P4 Leverage Technologies into Key Processes [10.00]
- Optimize Delivery of Non-Core Competencies (ACSOPS) [0.00]
- P6 Acquisition Reform [10.00]

**Learning And Growth Initiatives:**

- L1 Enable Well Being [6.00]
- L2 Promote Army Values [6.67]
- Improve and Implement Leader Development Programs (G3-TR) [6.17]

**Resources Initiatives:**

- R1. Secure Resources: People, Dollars, Time, Institution, Installation and Infrastructure (G8) [4.67]



# **SRS OPS CENTER**

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armysrs@hqda-  
aoc.army.pentagon.mil

COM 703-693-8977, DSN 223-8977



# End of Briefing

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**BACK UP SLIDES**





## **Army Scorecard**

**13 March 2002**

For further information please  
contact:

MG Peter Chiarelli  
(703) 695-0526  
peter.chiarelli@hqda-  
aoc.army.pentagon.mil

COL Robert E. Cox  
(703) 697-6558  
robert.cox@hqda-  
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# The Components of the Army Mission

***"The Army's purpose is to serve the American people, protect enduring national interests, and fulfill national military responsibilities." -- FM1***

**Core Competencies**  
Shape Security Environment, Execute Prompt Response, Mobilize The Army, Conduct Forced Entry.

Sustained Land Dominance, Support Civil Authorities--APPG

## Readiness

"We must maintain near term training and readiness to ensure that we are prepared at all times to fight and win our nation's wars"

—Joint Statement to Congress July 01

## Trained & Ready Force for Today and the Future

## Transformation

"The information strategic transformation we will have to undergo to prepare ourselves now for the crises and wars of the 21st century."

--CSA, AUSA Oct 00

## Sound Business Practices

"Enterprise systems enable seamless global operations. Therefore we will, proactively pursue reforms to implement proper business practices to improve operational effectiveness of The Army."

Army Confirmation Hearing May 01

- SEC

## People

"People are the centerpiece of our formation." --CSA AUSA Oct 99

## Secure Resources

"Secure the resources including people, dollar, infrastructure, installations, institutions and time to utilize these resources"

Stakeholder Mission

Internal Process

Learning & Growth

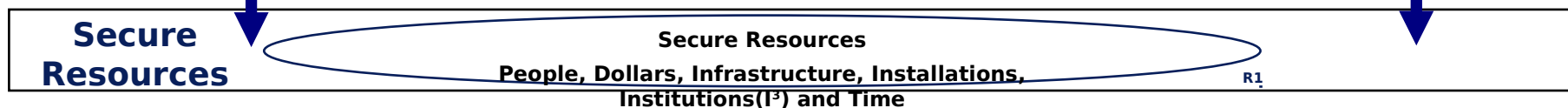
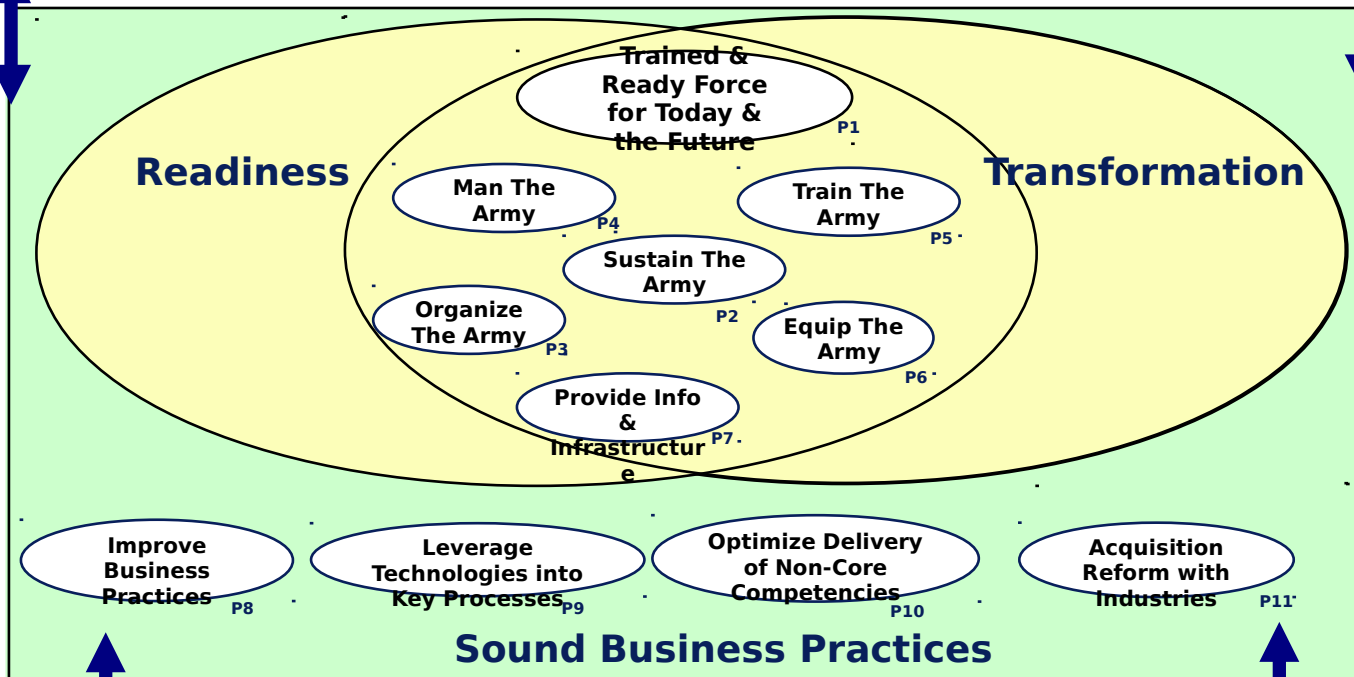
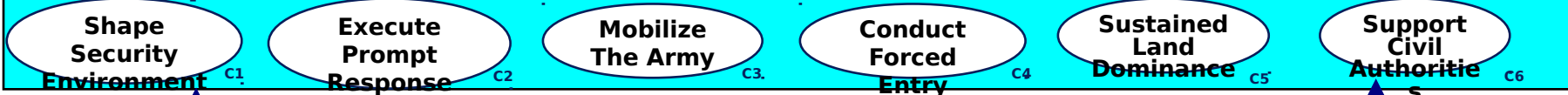
Resources



# Army Mission Map

"The Army's purpose is to serve the American people, protect enduring national interests, and fulfill national military responsibilities."

## Core Competencies



Stakeholder Mission

Internal Process

Learning & Growth

Resources



# Theme: Stakeholder - Core Competencies

	Strategic Objective	Objective Description	Measures
C1	<b>Shape Security Environment</b>  <b>(G3-SS)</b>	Cooperate with foreign armies to assure allies and friends, dissuade threats to US national interests, deter conflict and enhance multinational response capabilities.	<b>C1-a</b> % of priority countries (based on Joint Strategic Capabilities Plan, Theater Security Cooperation Plans and Army International Activities Plan) with which the Army has established effective, structured and ongoing relationships that foster access, coalition building, coalition military capabilities, security assistance, and armaments cooperation activities  <b>C1-b</b> % of critical access/joint international usage agreements proven actionable through exercises
C2	<b>Execute Prompt Response</b>  <b>(G3-SS)</b>	Provide strategically responsive land forces at the time and place required by the Joint Force Commander that can be mission-tailored, projected from home or abroad, and conduct decisive operations immediately on arrival to deter conflict and, if deterrence fails, to compel and decisively defeat adversaries.	<b>C2-a</b> Number and availability of designated units organized and resourced to complete deployment and be operationally employable within specified timelines  <b>C2-b</b> Number and availability of divisions organized and resourced to complete deployment in theater within specified timelines  <b>C2-c</b> Number of designated units organized and resourced to meet deployment readiness objectives



# Theme: Stakeholder - Core Competencies

	Strategic Objective	Objective Description	Measures
C3	<b>Mobilize the Army (G3-OD &amp; NGB, OCAR)</b>	Maintain the ability to mobilize land forces to meet crises, including protracted, major theater war and provide the President and the Secretary of Defense with the means to confront unforeseen challenges.	<p><b>C3-a</b> % Power Projection Platform and Power Support Platforms ready to execute support</p> <p><b>C3-b</b> % of resources required to expand the capacity and execute the training for institutional and unit training for the RC</p>
C4	<b>Conduct Forced Entry (G3-SS)</b>	Apply land combat power at the point of decision to gain entry into contested areas worldwide with land forces that are able to fight upon arrival, defeat anti-access and area denial threats and prepare for arrival of follow on-forces.	<p><b>C4-a</b> Number and availability of Army units organized and resourced to execute deployment from strategic distances into a contested area and employ required level of combat power in a forced entry operation</p> <p><b>C4-b</b> Number and availability of Army special operations / special purpose units organized and resourced to conduct strike operations and attack high payoff targets in support of forced entry operations</p>



# Theme: Stakeholder - Core Competencies

	Strategic Objective	Objective Description	Measures
C5	<b>Sustained Land Dominance</b>  (G3-SS)	Provide full spectrum maneuver forces for the full range of military operations in the 21 <sup>st</sup> Century including conducting operational maneuver from strategic distances and mobile strike operations; closing with and destroying enemy forces; applying precision fires and maneuver; exercising information superiority; commanding and controlling joint and multi-national forces; and controlling and defending land, people, and resources at home and abroad.	<b>C5-a</b> Number of maneuver brigades/divisions, including associated combat support forces, available for deployment /employment within 30/60/90/150 days  <b>C5-b</b> % of required logistics support available for maneuver forces in key regions/ countries identified in the Army priority guidance
C6	<b>Support Civil Authorities</b>  (G3-OD & SASA-MS)	Provide the diversity of services and support that the Army can uniquely contribute to assist civil authorities in domestic and international contingencies, including disaster relief and crisis resolution, and until the civil authority reestablishes control or civilian relief agencies can assume the mission.	<b>C6-a</b> % of civilian authority requests addressed within 4 hours  <b>C6-b</b> % of designated force trained to METL proficiency in civil support



# Theme: Readiness & Transformation

	Strategic Objective	Objective Description	Measures
P1	<b>Trained &amp; Ready Force for Today &amp; the Future</b>  <b>(G3-TR)</b>	<p>Army executes Title 10/32 functions to provide trained and ready units to the CINCS to execute the National Military Strategy.</p> <p>Develop and Implement the requirements for soldiers and units in the Objective Force to operate in the new operational environment. Develop and implement the requirements to train and sustain soldiers and units for/in the Objective Force.</p>	<p><b>P1-a</b> % Forces meeting required Army readiness objectives</p> <p><b>P1-b</b> % Forces resourced to meet required Army readiness objectives</p>
P2	<b>Sustain the Army</b>  <b>(G4)</b>	<p>Develop polices to facilitate maintenance of stocks and equipment at optimal standards in support of Defense Plan and Guidance &amp; National Military Strategy.</p>	<p><b>P2-a</b> % of industrial base prepared to meet Army requirements</p> <p><b>P2-b</b> Operational readiness rates of all equipment</p>
P3	<b>Organize the Army</b>  <b>(G8-FD G3-FM)</b>	<p>Establish and implement the Force structure requirements driven by the Army concepts to include the operating, generating and sustaining Forces.</p>	<p><b>P3-a</b> % of units organized and structured in accordance with Transformation Plan</p> <p><b>P3-b</b> % of organizations resourced to meet transformation requirement</p>



# Theme: Readiness & Transformation

	Strategic Objective	Objective Description	Measures
P4	<b>Man The Army</b>  <b>(G1)</b>	Develop and maintain programs and policies to man The Army with soldiers and civilian employees. Raise and sustain a quality force that enhances readiness and strengthens the Army as an institution. The focus is Recruiting, Retention, Attrition and Distribution.	<p><b>P4-a</b> % of FY Manning Program achieved measured in terms of end strength and man-years</p> <p><b>P4-b</b> % of units by priority category that achieve manning goal</p>
P5	<b>Train The Army</b>  <b>(G3-TR)</b>	The Army provides forces fully trained to execute Army's core competencies, which is accomplished by individual training and leader development in our training institutions and collective training in our units and Combat Training Centers.	<p><b>P5-a</b> % METL trained in units (T-METL)</p> <p><b>P5-b</b> % doctrine and both training doctrine and material completed required to train the force</p>



# Theme: Readiness & Transformation

	Strategic Objective	Objective Description	Measures
P6	<b>Equip The Army</b>  <b>(ASA ALT &amp; G3/FM)</b> <b>(G4)</b>	The Army provides fully equipped and modernized forces to execute Army's core competencies.	<b>P6-a</b> % of new equipment fielded in accordance with timelines  <b>P6-b</b> Availability of spares and ammunition / munitions to support the execution of a prompt response (first 30 days of operations)
P7	<b>Provide Info &amp; Infrastructure</b>  <b>(DISC4 &amp; ASCIM)</b>	Army infrastructure is critical to readiness. Installation Infrastructure is measured by the Installation Status Report. Sustain and improve predictable installation systems, power projection infrastructure, and environmental programs to improve the quality of installations and support quality training and operations. Ensure the availability of efficient, effective base operations, services and facilities.	<b>P7-a</b> % facilities meeting Army standards from the Installations Status Report  <b>P7-b</b> % of installation requirements funded in Presidential Budget (PB)/Five Year Data Base (FYDP)  <b>P7-c</b> % of network availability/number of intrusions



# Perspective: Sound Business Practice

	Strategic Objective	Objective Description	Measures
P8	<b>Improve Business Practices (G8)</b>	Improve business practices throughout the Army by identifying efficiency improvement opportunities and minimizing duplicative processes in the cost of operating the force.	<p><b>P8-a</b> Average direct labor productive hours per employee</p> <p><b>P8-b</b> Number of antiquated legacy systems eliminated and/or updated</p>
P9	<b>Leverage Technologies into Key Processes (DISC4 and ASA (ALT))</b>	Achieve an overarching process and methodology to link and synchronize Army life cycle process to enhance Army decision making. Technology is a key enabler for the Transformed Army. It will create efficiencies, may reshape critical processes such as training, will support core competencies and is critical to enabling joint operations.	<p><b>P9-a</b> % of Army meeting Army Knowledge Mgmt (AKM) Goal #1 (Investment /Governance)</p> <p><b>P9b</b> % of R&amp;D fully funded in Presidential Budget (PB)/Five Year Data Base (FYDP)</p>
P10	<b>Optimize Delivery of Non-Core Competencies (G8)</b>	Manage and utilize resources in a cost effective and responsible manner to achieve Army requirements in areas outside of core competencies. Outsourcing options will be considered where quality can be maintained.	<p><b>P10-a</b> \$ saved through competitive sourcing</p> <p><b>P10-b</b> Quality of outsourced services</p> <p><b>P10-c</b> Borrowed military manpower saved</p>
P11	<b>Acquisition Reform with Industries (ASA-ALT)</b>	Equipping a capabilities based Army through efficient acquisitions and lifetime cost view while projecting the technology and industrial bases.	<p><b>P11-a</b> Acquisition cycle time versus plan</p> <p><b>P11-b</b> % use of off-the-shelf technology</p>



# Perspective: People

	Strategic Objective	Objective Description	Measures
L1	<b>Enhance Well Being</b>  (G1)	Balance the mutually supporting demands and expectations of the Army and its people. Well Being goals address 1) Standard of living, 2) Pride and sense of belonging and 3) Personal enrichment. These goals are achieved by integrating a myriad of diverse programs: Command Programs, Pay & Compensation, Health Care, Housing & Workplace Environment, Education, Family programs and Morale Welfare & Recreation.	<b>L1-a</b> Overall Army Score from the Well-Being Status Report
L2	<b>Promote Army Values</b>  (G1)	Provide the inspired leadership that celebrates our soldiers and nurtures their families, trains for decisive victories, and demonstrates responsible stewardship for the national treasure entrusted to us - our men and women in uniform - and provide the resources to make them successful.	<b>L2-a</b> Soldier satisfaction survey results <b>L2-b</b> Family satisfaction survey results <b>L2-c</b> DA Civilian satisfaction survey results
L3	<b>Improve &amp; Implement Leader Development</b>	Improve & Implement Individual Development Programs - leaders, soldiers, civilians	<b>L3-a</b> % of programs resourced to train leaders  <b>L3-b</b> % workforce training completed for



# Perspective: Means

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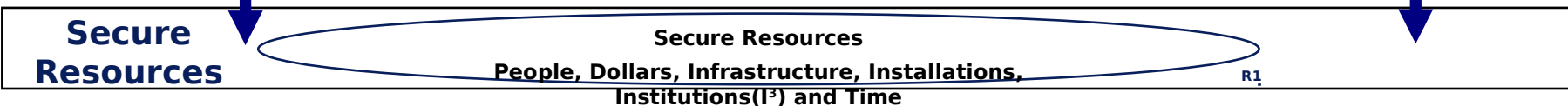
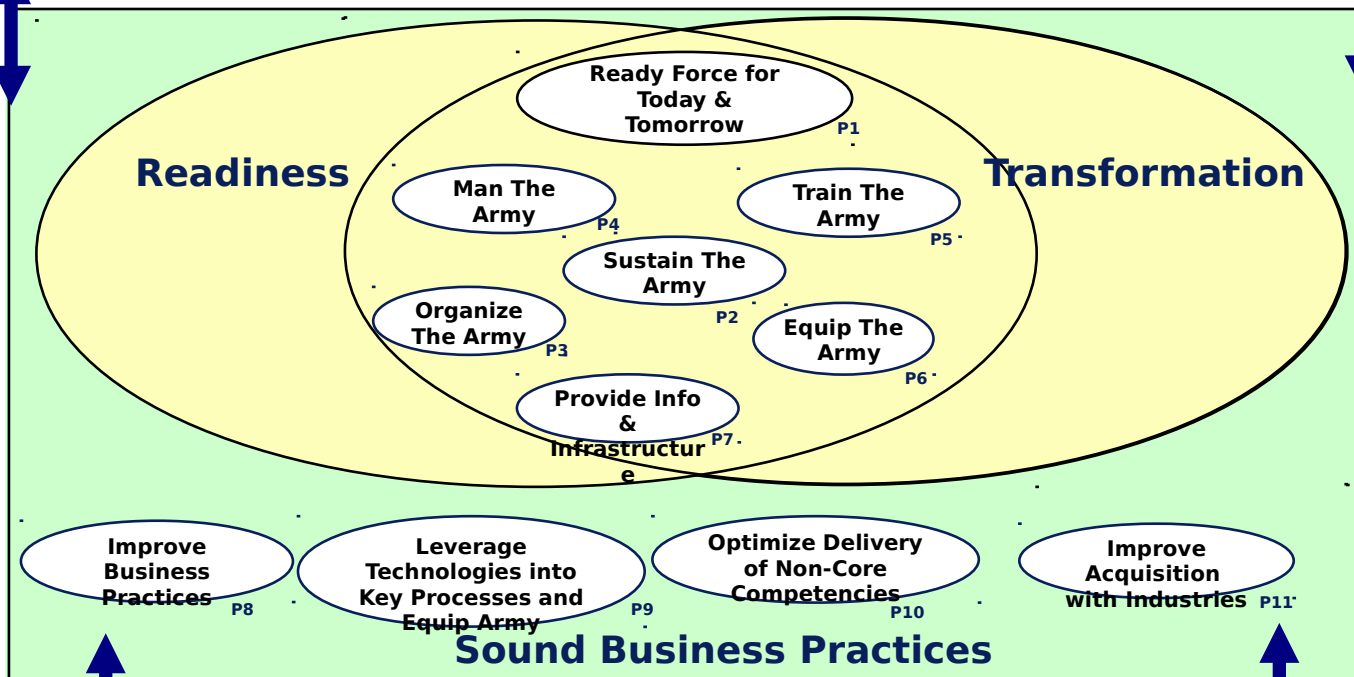
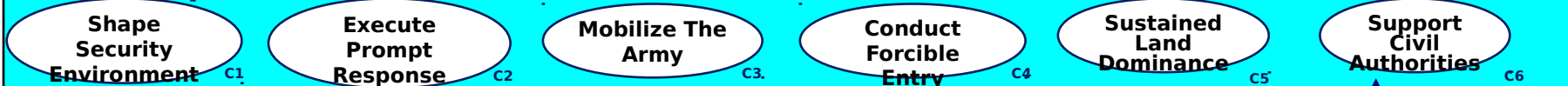
	Strategic Objective	Objective Description	Measures
R1	<b>Secure Resources; People, Dollars, Time, Institution, Installation and Infrastructure</b>  <b>(G8 &amp; ASA-FM)</b>	Competitively secure appropriate funding levels for the Army. Proportionate allocation across all components – people, money, time, institutions, installation and infrastructure - against valid requirements.	<b>R1-a</b> % funding of The Army Plan  <b>R1-b</b> % funding of designated programs



# Army Mission Map

"The Army's purpose is to serve the American people, protect enduring national interests, and fulfill national military responsibilities."

## Core Competencies





# Leaders vs. Managers

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## Managers

- Conserve and maintain stability and order; cope with complexity
- React to goals
- Keep choices and options down to manageable levels; focus on how decisions get made and communicated
- Conduct day-to-day activities; negotiate, bargain, rely on extrinsic motivation; organize responsibility by functional areas of responsibility; conserve assets
- Interact with people through prescribed roles and hierarchy

## Leaders

- Foster new approaches and ideas; alter organizational structures; cope with change
- Shape moods and ideas; establish direction
- Welcome new options, develop choices, and stimulate fresh approaches to long-standing problems; choose which decisions get made and how vision and strategy get communicated
- Influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization; maintain control through socialization, shared beliefs, norms, values; generate intrinsic motivation
- Conduct turbulent, intense, and disorganized interactions that are future-oriented and involve risk-taking and creativity